
**THE INFLUENCE OF PHYSICAL WORK ENVIRONMENT AND NON-
PHYSICAL WORK ENVIRONMENT ON ORGANIZATIONAL CITIZENSHIP
BEHAVIOR (OCB) OF EMPLOYEES IN THE PACKING DEPARTMENT OF
UMKM XYZ IN CIMAHY CITY**



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Abstract

In the Micro, Small, and Medium Enterprises (MSMEs) environment, the key to operational success is not only influenced by employee contributions based on their formal duties, but also voluntary behavior. Voluntary employee behavior in helping coworkers without being part of the assigned tasks and not receiving direct rewards is called Organizational Citizenship Behavior (OCB) (Lestari & Octavianty, 2024). The purpose of this study is to determine the influence of the physical work environment and non-physical work environment on Organizational Citizenship Behavior (OCB) both partially and simultaneously. The method used is a quantitative approach with data collection techniques through distributing questionnaires and analyzed using multiple regression which has previously been tested through classical assumptions with the help of SPSS version 27.0. The respondents used in this study consisted of 32 employees in the packing department of MSMEs XYZ, Cimahi City. The results of the study show that partially, the physical work environment and non-physical work environment have a positive influence on Organizational Citizenship Behavior (OCB). Simultaneously, both variables influence Organizational Citizenship Behavior (OCB). This indicates that the more appropriate the physical work environment is in supporting work activities, and the better the non-physical work environment, such as harmony at work, will impact the strength of the Organizational Citizenship Behavior (OCB) demonstrated.

Keywords: Physical Work Environment, Non-Physical Work Environment, Organizational Citizenship Behavior (OCB)

INTRODUCTION

The Indonesian economy is heavily dependent on Micro, Small, and Medium Enterprises (MSMEs). They play a crucial role in driving the economy. This role stems from the contributions of employees who carry out their duties while improving community welfare and providing greater business opportunities. However, despite having various potentials, MSMEs also face internal challenges, such as managing Human Resources (HR). The sustainability and success of MSMEs amidst the limitations of capital, technology, and management systems that they often face depend greatly on how these MSMEs manage their human resources. In line with this, the rapid development of technology and social dynamics requires organizations to ensure that their Human Resources have adequate competence and are able to adapt to changing environmental needs, demands of developments in the times, and company conditions (Abdurahman et al., 2024).

MSMEs XYZ is one of the MSMEs in Cimahi City, which is engaged in the production of snacks, and was founded in 2006. In this MSME, the packing section is one of the work units that plays an important role in business operations because it is the final stage before the product is distributed to consumers. Activities in this section include wrapping chips, labeling the packaging, gluing the packaging to checking product quality, all of which require high precision, skill, speed, and responsibility. Therefore, MSMEs XYZ needs to pay attention to the development of Human Resources (HR), which are then referred to as employees, to improve work skills and employee competencies so that employees can make a real contribution to the sustainability of the organization (Parwoto et al., 2024).

To maintain business continuity, the XYZ MSMEs packing department not only requires employees who are oriented towards completing the main task, but also increase their initiative and sense of responsibility that arises from personal awareness. This focus emerged because the organization realized that in practice, the company only assigned core tasks and functions to each employee. However, without realizing it, employees actually have the potential to contribute and work beyond the core tasks and functions formally assigned by the company (Abdurahman & Manggiasih, 2024). Employees are expected to perform tasks such as packing, labeling, and sealing packages, but are also willing to perform other tasks not listed in their job descriptions to ensure the smooth running of the production process. The notion that refers to the voluntary actions of organizational members that support the overall operation of the organization, even though it is not included in their official job description, is called Organizational Citizenship Behavior (OCB) (Bogler & Somech, 2023).

Thus, in MSMEs XYZ, OCB is an important aspect that needs to be considered in the smooth operation of the company, especially regarding the packing section. Based on the results of an interview conducted by the author with one of the employees in the packing section, a tendency towards low OCB behavior was found, which was reflected in a passive attitude and lack of initiative to provide input or warnings after errors occurred in the work process, and the lack of proper development of voluntary behavior, which should support smooth collaborative work. Meanwhile, due to the interconnectedness of the packaging workflow, active participation and commitment to the work process are crucial to maintaining product quality and smooth distribution. This lack of commitment can negatively impact the efficiency and smoothness of the overall production process

As for expert statements regarding several factors that influence OCB, one of them is Mahardika & Riana (2025), which states that one of the factors that influences OCB is the physical work environment. The physical work environment is explained according to Tonia & Romi (2025) and Bonita & Abdurahman (2024) is the condition of various physical elements found around the company's work area that influence employees, both directly and indirectly, in carrying out their work activities.

Based on the results of interviews with employees, access between areas is limited due to the poor layout of the workspace, making it difficult for employees to move around and complete their work efficiently. They often experience hot conditions in the room due to the use of asbestos in the roof, causing discomfort while working. Furthermore, limited ventilation means less than optimal air circulation, leading to a stuffy workspace. The restrooms used by employees appear poorly maintained and their cleanliness is lacking, making them appear shabby and uncomfortable for users.

Besides the physical work environment, another factor that can influence OCB is the non-physical work environment. The non-physical work environment, or what is commonly referred to as the psychological work environment, refers to the conditions surrounding the workplace that are not physical but can still affect productivity and comfort while working (Surijadi & Idris, 2020). Unlike the physical work environment that can be directly seen, such as lighting or room arrangement, the non-physical work environment is more related to the mood and social relationships felt by employees while carrying out their daily work activities.

Based on the results of an interview with one of the XYZ MSMEs employees in the packing department, it was found that there had been a conflict between coworkers resulting from a fight over the number of items to be processed. Because the work system used is a contract system, employee income is highly dependent on the number of items successfully completed. When the items have been divided fairly with the same number of portions so that each worker receives a clear share and no one feels disadvantaged, but in reality, problems often arise such as some employees tend to get a larger share so that their income also increases. In situations like this, some employees tend to be overly competitive in order to get more work, which can lead to social tensions between coworkers. This situation indicates that interpersonal dynamics in the workplace are not always harmonious. Companies need to create a work environment that encourages collaboration, both among employees at the same level and between superiors and subordinates. A family-like environment, effective communication, and the ability to self-control are desirable conditions (Aulalia & Abdurahman, 2024).

Based on the description, this study aims to determine the influence of the physical work environment and non-physical work environment on Organizational Citizenship Behavior (OCB) of employees in the packing section of MSMEs XYZ, Cimahi City.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) is a crucial part of an organization because it plays a crucial role in organizing and managing employees to effectively achieve organizational goals. The area of management that focuses on the relationships and roles between individuals within a company is called Human Resource Management (HRM)

(Sukardi et al., 2024). According to Marwansyah, HR can be understood as the process of empowering individuals within an organization through various primary functions. These primary functions can be described as a series of activities that include planning, recruitment and selection processes, competency development, career planning and development, compensation and welfare management, implementation of occupational safety and health standards, and management of industrial relations (Marwansyah, 2019). Thus, HR operates through integrated functions that aim to ensure the effectiveness and sustainability of the organization.

Physical Work Environment

An adequate physical work environment has not yet been fully realized by organizations, although it is a crucial aspect in supporting employee effectiveness. A good physical work environment is reflected in how it is managed on a daily basis. Factors such as lighting, comfort, odors, layout, and so on require ongoing attention to ensure optimal operations. Given the importance of the physical work environment, the following are definitions put forward by several experts: The physical work environment can be understood as a space or area that allows employees to carry out all their work tasks and responsibilities (Dessler, 2016). The physical work environment is all the physical conditions that are around the work area and can influence employees directly or indirectly (Enny, 2019). In addition, the physical work environment is also explained as the condition of the work space or area, which can directly or indirectly influence employees in carrying out their duties and achieving targets or goals (Sudaryo et al., 2018).

Non-Physical Work Environment

Some organizations still struggle to face challenges regarding the non-physical work environment, even though this aspect has a significant impact on motivation, psychological comfort, and social dynamics within the organization. Because the physical work environment plays an important role in employee behavior and productivity, the following is a definition explained by several experts: The non-physical work environment refers to various conditions that arise in the work interaction process, which can include relationships between coworkers, employees with superiors, or between employees and subordinates (Noorainy, 2021). Various conditions related to work interactions in an organization, which include relationships between employees and superiors, employees and subordinates, and between employees, can be called a non-physical work environment (Putra & Jakaria, 2020). In addition, the non-physical work environment can be explained as an environment that includes various aspects related to activities within the organization, especially those related to the forms of interactions between leaders and employees and relationships between colleagues (Sedarmayanti, 2017).

Organizational Citizenship Behavior (OCB)

In various organizations, Organizational Citizenship Behavior (OCB) is an important aspect. The willingness of employees to demonstrate voluntary behavior outside of formal duties, such as helping coworkers, showing personal initiative, and maintaining a conducive work environment, will help the organization increase its overall effectiveness. Because OCB plays a role in creating a more effective work environment, the following is a definition explained by experts to help understand OCB: Organizational Citizenship Behavior (OCB) can be defined as a form of voluntary behavior demonstrated by employees outside of their formal duties. This behavior can provide benefits to increasing organizational effectiveness,

even though it is not explicitly linked to a reward mechanism formally established by the organization (Simarmata et al., 2022). Voluntary behavior demonstrated by employees that goes beyond the demands of their formal roles. These extra actions are not explicitly required by the organization, but they still contribute positively to the work environment and improve the organization's overall performance (Efendi et al., 2024). In addition, Organizational Citizenship Behavior (OCB) can be explained as a positive constructive contribution made by employees through actions and behavior, even though these tasks or responsibilities are not listed in their job descriptions (Pranitasari et al., 2024).

Conceptual Framework

To further understand the influence of the physical work environment and non-physical work environment on Organizational Citizenship Behavior (OCB), the following is a conceptual framework that has been formulated: The more supportive the physical work environment, the more likely it is to foster a tendency to display OCB behavior that is closely related (Siddik et al., 2025). This is supported by research conducted by Pono et al. (2022) and shows results that the physical work environment has a significant positive influence on OCB.

H₁: The physical work environment has a positive influence on Organizational Citizenship Behavior (OCB).

The non-physical work environment not only plays a complementary role in creating an ideal workplace, but also serves as a crucial foundation that encourages employees to be more active and contribute beyond formal tasks. This is in line with research conducted by Cindrakasih & Azizah (2020), that the non-physical work environment has a positive and significant influence on OCB.

H₂: Non-physical work environment has a positive influence on Organizational Citizenship Behavior (OCB).

Based on research conducted by Pono et al. (2022) explains that the physical work environment influences Organizational Citizenship Behavior (OCB). This means that if the physical work environment is well managed, it will have an impact on improving Organizational Citizenship Behavior (OCB). One of the research results conducted by Purwaningtyas & Sunarsih (2023) states that a non-physical work environment has a positive influence on Organizational Citizenship Behavior (OCB). This means that if a non-physical work environment can be implemented well, it will reduce distance between employees and build better communication, thereby increasing Organizational Citizenship Behavior (OCB).

H₃: Physical work environment and non-physical work environment influence Organizational Citizenship Behavior (OCB).

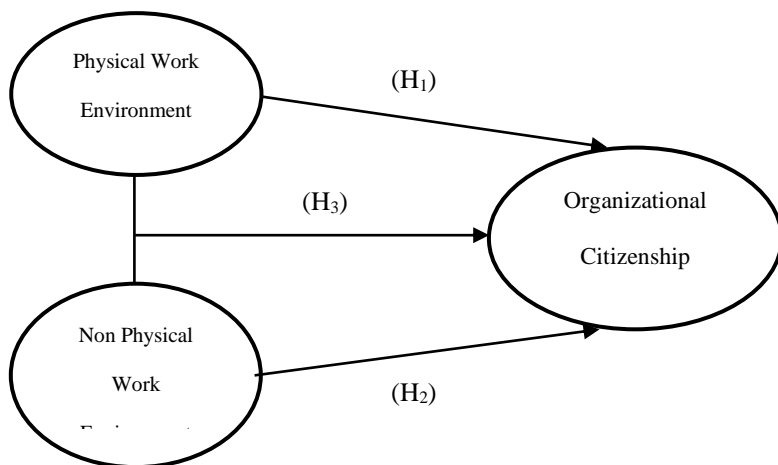


Figure 1
Conceptual Framework
 (has been adapted to the research, 2025)

RESEARCH METHOD

This research uses quantitative methods. As explained by Sugiyono (2025) the quantitative method refers to a research approach based on the positivist paradigm, through the use of structured instruments as data collection tools applied in examining phenomena from a specific population or sample. Statistical or quantitative techniques are used in the analysis process, thus testing the formulated hypothesis becomes the goal of this method. The data source in this study uses primary data obtained through the distribution of questionnaires to 32 respondents using a semantic differential scale. In addition, to determine the influence of independent variables on dependent variables, both partially and simultaneously, multiple linear regression and determination are used as data analysis techniques.

RESULTS AND DISCUSSION

Validity Test

Validation testing is used to ensure that the measuring instrument used is truly appropriate. If the measuring instrument used is capable of producing data that accurately describes the object being measured, then the instrument can be declared valid. A valid instrument indicates that the instrument is appropriate and precise for measuring the aspect it is intended to measure (Sugiyono, 2025).

Table 1.

Validity Test of Physical Work Environment (X₁), Non-Physical Work Environment (X₂), and Organizational Citizenship Behavior (OCB) (Y) Variables

Item	Rcount (X ₁)	Rcount (X ₂)	Rcount (Y)	Rtable	Information
1	0.725	0.827	0.503		Valid
2	0.862	0.773	0.358		Valid
3	0.648	0.692	0.637	0.349	Valid
4	0.514	0.590	0.382		Valid
5	0.508	0.835	0.376		Valid

6	0.653	0.626	Valid
7	0.775	0.464	Valid
8	0.742	0.737	Valid
9		0.639	Valid
10		0.761	Valid
11		0.682	Valid
12		0.564	Valid
13		0.669	Valid

Source: SPSS versi 27.0, 2025

Reliability Test

Reliability testing is used to ensure the consistency of the measuring instrument used. If the instrument produces consistent results when used repeatedly on the same object, the instrument can be considered reliable. In other words, using the instrument for multiple measurements under similar conditions will produce consistent data (Sugiyono, 2025).

Table 2. Reliability Test

Variabel	Cronbach's Alpha	Provision	Information
Physical Work Environment (X ₁)	0.815		Reliabel
Non-Physical Work Environment (X ₂)	0.801	0,60	Reliabel
Organizational Citizenship Behavior (OCB) (Y)	0.818		Reliabel

Source: SPSS version 27.0, 2025

Hypothesis Testing

To determine the significance of the influence of the physical work environment and non-physical work environment on Organizational Citizenship Behavior (OCB), hypothesis testing was carried out using the t-test (partial) and F-test (simultaneous) so that it could be determined whether the hypothesis could be accepted or rejected.

t-Test (partial)

Table 3. t-Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,229	5,980		2,547	,016
	Total_X1	,536	,258	,379	2,078	,047
	Total_X2	,953	,411	,423	2,318	,028

a. Dependent Variable: Total_Y

Source: SPSS version 27.0, 2025

The Influence of the Physical Work Environment on Organizational Citizenship Behavior (OCB)

Based on table 3, the test results show that the t-value of the physical work environment on Organizational Citizenship Behavior (OCB) is 2.078 > t-table 1.699, and the sig value is 0.047 < 0.05. This shows that H₀ rejected and H_a accepted. This means that the

physical work environment has a positive effect on Organizational Citizenship Behavior (OCB) among employees in the packing department of XYZ MSME in Cimahi City. This means that the physical work environment, such as lighting, comfort, smells, and supportive layout, will help employees work more effectively and enthusiastically, thus tending to encourage employees to demonstrate Organizational Citizenship Behavior (OCB).

The Influence of Non-Physical Work Environment on Organizational Citizenship Behavior (OCB)

Based on Table 3, the test results show that the t-value for the non-physical work environment on Organizational Citizenship Behavior (OCB) is $2.318 > t\text{-table } 1.699$ and the sig value is $0.028 < 0.05$. This indicates that H_0 rejected and H_a accepted this means that the non-physical work environment has a positive effect on Organizational Citizenship Behavior (OCB) among employees in the packing department of XYZ MSMEs in Cimahi City. This means that the non-physical work environment, such as harmonious relationships between employees and superiors, employees and subordinates, and between employees, not only functions as a complement in creating an ideal workplace, but also becomes a crucial factor that encourages employees to improve their Organizational Citizenship Behavior (OCB).

F-Test (simultaneous)

Table 4. F-Test ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	612,188	2	306,094	18,311	,000 ^b
	Residual	484,781	29	16,717		
	Total	1096,969	31			

a. Dependent Variable: Total_Y

b. Predictors: (Constant), Total_X2, Total_X1

Source: SPSS version 27.0, 2025

The Influence of Physical Work Environment and Non-Physical Work Environment on Organizational Citizenship Behavior (OCB)

Based on table 4, the F-test in this study was conducted to determine the influence of the physical work environment and non-physical work environment on Organizational Citizenship Behavior (OCB) of employees in the packing department of UMKM XYZ in Cimahi City. Based on the results of the analysis using SPSS version 27.0, the value F-count in the amount of $18,311 > F\text{-table } 3,33$ and value sig $0,000 < 0,05$. This Shows that H_0 rejected and H_a accepted which means that the physical work environment and non-physical work environment simultaneously or together have a significant influence on Organizational Citizenship Behavior (OCB) of employees in the packing section of MSMEs XYZ, Cimahi City.

R Square

Table 5. R Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.747 ^a	0.558	0.528	4.089

Source: SPSS version 27.0, 2025

Based on table 5, the results of the analysis using SPSS version 27.0, obtained the R Square value (coefficient of determination) (R^2) of 0.558 where the number is close to 1, meaning that 0.558 or 55.8% can be explained by the physical work environment (X_1) and non-physical work environment (X_2) influencing Organizational Citizenship Behavior (OCB) (Y) simultaneously with a high or strong level of influence. Meanwhile, the remaining 44.2% is influenced by other factors not studied.

CONCLUSION

Overall, the results of the analysis conducted in this study indicate that Organizational Citizenship Behavior (OCB) is influenced by the physical work environment and the non-physical work environment, both partially and simultaneously. The findings indicate that a physical work environment such as lighting, comfort, smells, and a supportive layout will help employees work more effectively and enthusiastically, thus tending to encourage employees to demonstrate Organizational Citizenship Behavior (OCB). In addition, a non-physical work environment such as a harmonious relationship between employees and superiors, employees and subordinates, and between employees not only functions as a complement in creating an ideal workplace, but also becomes a crucial factor that encourages employees to improve Organizational Citizenship Behavior (OCB). The results of this study can provide a reference for organizations to improve work facilities and enhance the quality of interactions and social climate, thereby increasing Organizational Citizenship Behavior (OCB) consistently. However, this study has several limitations, so it is recommended for future researchers to add other variables as independent variables that have the potential to influence Organizational Citizenship Behavior (OCB). Therefore, future researchers are also expected to use and examine the latest theories from various experts to broaden their insight and understanding of the physical work environment, non-physical work environment, and Organizational Citizenship Behavior (OCB).

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